



**US Army Corps  
of Engineers®**

# **The USACE Watershed Systems Conference**

**15 May 2003**

**LTG Robert B. Flowers  
50<sup>th</sup> Chief of Engineers**



# *Context*

- USACE Environmental Legacy
- Proactive Steward of Federal Lands and Waters
- Leader in Environmental Restoration
  - Aquatic Ecosystems
  - Coastal Wetlands
- National Partner in Environmental Remediation
  - DERA, FUDS & FUSRAP
  - Superfund
  - Brownfields Redevelopment
- Public controversy regarding USACE environmental impacts



**Crow's Neck  
Environmental  
Education Center  
Mobile District**



## *Two Years Ago – My Intent*

- Set a standard for all USACE activities
- Bridge strategic and operational gaps between organizational elements
- Send a message to our stakeholders
- Chart a path through a time of controversy

“At our best, we will seek to accomplish outcomes that future generations will judge as having been within their best interests. We must think in terms of our legacy and not just efficiency to meet today’s needs.”

17 April 2001  
LTG Flowers challenges USACE  
to implement Environmental  
Operating Principles



# *Today*

- Where we've been
- Where we stand
- Where we're going

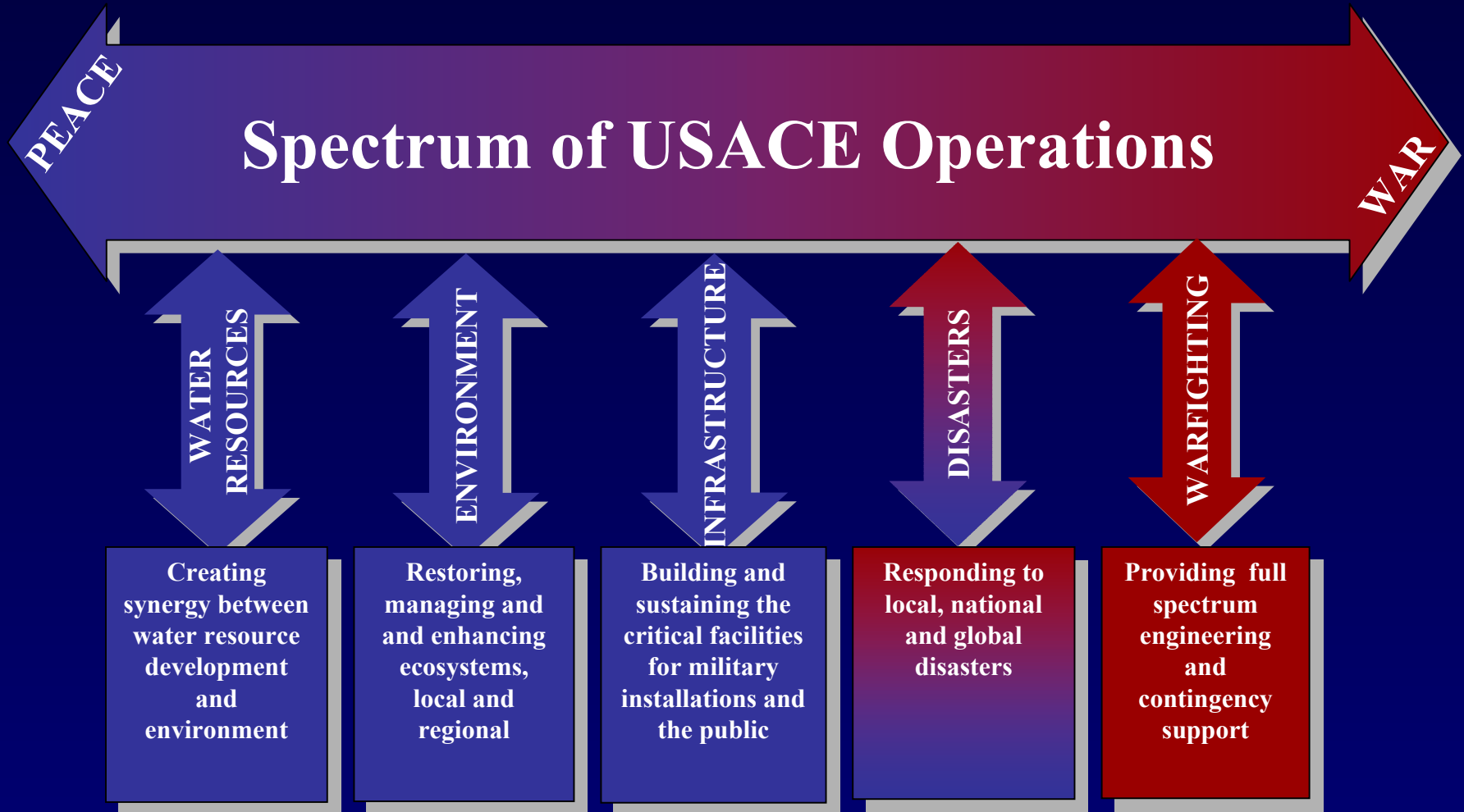
What I hear, I forget.  
What I see, I remember.  
What I do, I understand.  
-- Confucius



# The US Army Corps of Engineers

## *USACE Operations*

***One Corps Serving the Nation and the Armed Forces***





# *USACE Transformation – The Big Picture*

PMBP

## PEOPLE

Empowerment

METL

PMBP Curriculum

CorpsPath

Capable  
Workforce

Learning Network

## PROCESS

Strategic Management

EOPs

P2

Business Process

VE

Knowledge Mgt System

One Team

Learning  
Organization

Virtual  
USACE

## COMMUNICATION

Relationships

Strategic  
Communication

AARs

Trip Reports

FY01

FY02

FY03

FY04

FY05

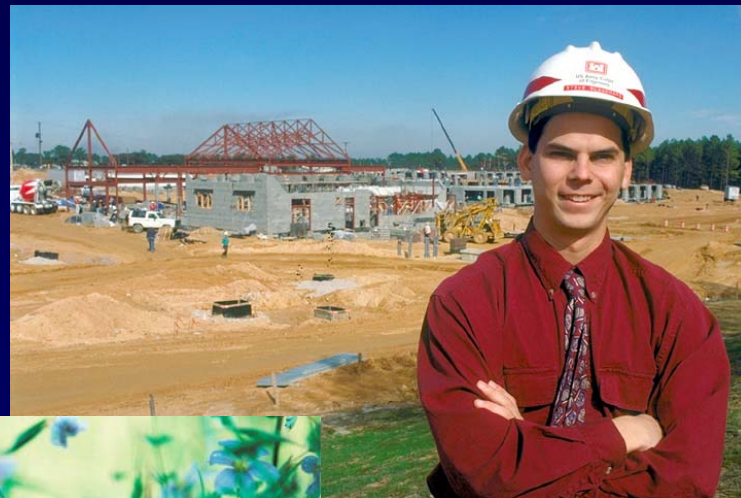


# ***USACE Environmental Operating Principles***

**1. Strive to achieve Environmental Sustainability.  
An environment maintained in a healthy, diverse,  
and sustainable condition is necessary to support life.**

## **Environmental Sustainability**

**A process whereby  
environmental and  
economic considerations  
are effectively balanced in  
project planning, design,  
construction, operation  
and maintenance through  
project life.**





# ***USACE Environmental Operating Principles***

**2. Recognize the interdependence of life and the physical environment. Proactively consider environmental consequences of Corps programs and act accordingly in all appropriate circumstances.**

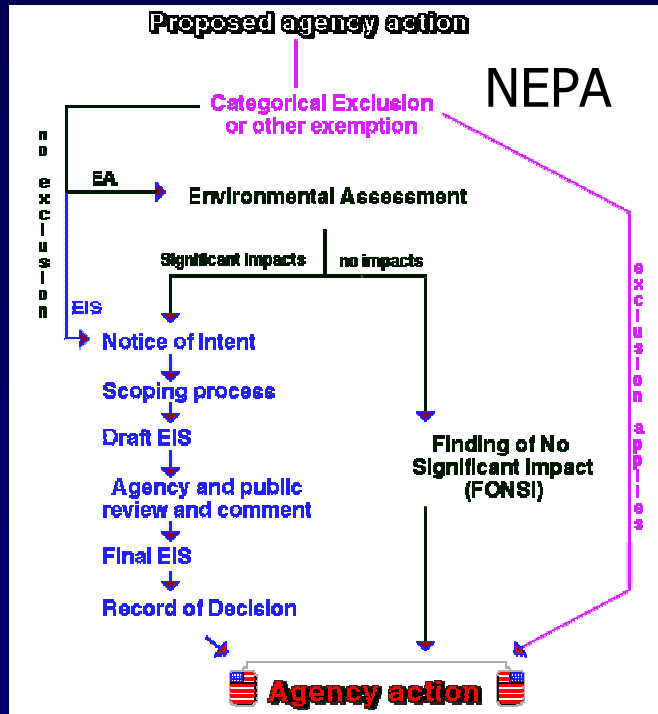


**3. Seek balance and synergy among human development activities and natural systems by designing economic and environmental solutions that support and reinforce one another.**



# ***USACE Environmental Operating Principles***

**4. Continue to accept corporate responsibility and accountability under the law for activities and decisions under our control that impact human health and welfare and the continued viability of natural systems.**



**5. Seeks ways and means to assess and mitigate cumulative impacts to the environment; bring systems approaches to the full life cycle of our processes and work.**



# ***USACE Environmental Operating Principles***

**6. Build and share an integrated scientific, economic, and social knowledge base that supports a greater understanding of the environment and impacts of our work.**



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# ***USACE Environmental Operating Principles***



**7. Respect the views of individuals and groups interested in Corps activities, listen to them actively, and learn from their perspective in the search to find innovative win-win solutions to the Nation's problems that also protect and enhance the environment.**



# *The Last Two Years*

- Concept Development
- Formulation of Doctrine
- Communication to the Field
- Create Buy-in At All Levels



Objective: Establish Commander's Intent in Practice



## *Planting Seeds...*

- Communications - Integrating environment into all USACE messages
- Education - Chain Teaching
- Integrating environmental process/EOPs with USACE learning culture goals

Objective: Long Term Change in Organizational Culture.



# *View From the Outside*

“EOPs and Doctrine were a major step forward for the Corps.”

Alan Atkisson

Environmental Author

USACE EAB - Favorably impressed and felt the direction provided by the EOP and Doctrine was moving us in the right direction.

“The EOPs and Doctrine will improve the Corps participation in the partnership.”

Virginia Tippie

Director, Coastal America

“ Mississippi’s Big Sunflower River is threatened by a pair of misbegotten flood control projects cooked up by the US Army Corps of Engineers and rashly supported by its Congressional patrons.”

America’s Most Endangered Rivers

American Rivers, April 2003



# *Where We Stand...*

- What Does Right Look Like
- Systems View
  - Headquarters
  - MSC
  - District
  - R&D



Objective: Leverage Successes & Implement Best Practices USACE-Wide



# *#1 Success Story*

## *Natural Resources Management Gateway*

- A Knowledge Management Initiative
  - One stop shop for current information
  - Policy, guidance, references, good ideas
- Effort dates to EOP announcement
- Rapidly becoming a public resource



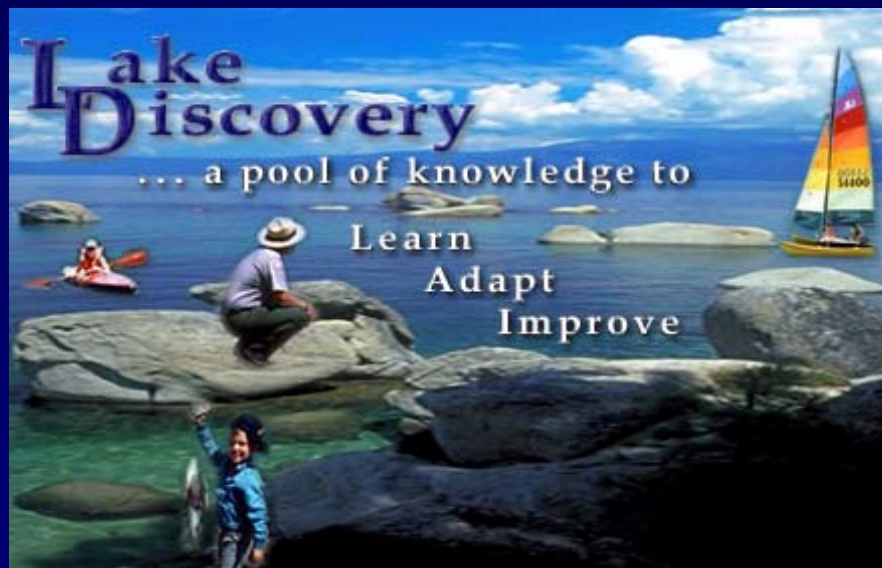
<http://CorpsLakes.usace.army.mil>



# *Natural Resources Management Gateway*

## *Future Directions*

- v.2.0 will represent a collaboration with the recreation academic community.
- Will become a resource that can be used as part of an academic curriculum
- New value for recreation users





# *NRMG – Why Significant*

Not easy to do...

- “...bring systems approaches to the full life cycle of our processes and work.”
- “Build and share an integrated scientific, economic, and social knowledge base...”
- “Respect the views of individuals and groups interested in Corps activities, listen... and learn...”

A resource that people use daily:

- 3.2 Million Page Hits, 5000 unique users since inception
- Treasure Hunts – Some managers use their own money for prizes

Win  
Brad Keshlear's  
Money



# *441 G St. NW*

- Implement Army Approach to Environmental Management Systems
  - Policy letter in development
  - Will be a vehicle for EOP implementation
- Ongoing Review of Policy & Doctrine
  - Need continuing input from the field
- Development of Metrics
  - Imperative that we quantify achievements or lack thereof

Corporate PgMP for EOP Implementation  
Available for Review at Conference FTP Site



# *Best MSC EOP Implementation*

- South Atlantic Division PgMP
  - Demonstrated applicability across all program elements
  - Detailed plan of action to incorporate EOPs in activities and projects
- Northwestern Division PgMP
  - A phased plan that is already being executed and modified

**Best Practices – Systems View, Action Plan & Metrics**



# *Best District EOP Implementation*

- Jacksonville District PgMP
  - Vision, goals & objectives well articulated
  - Action plan includes metrics and a communications plan
- Great Lakes Regional Plan
  - Joint effort from Buffalo, Detroit and Chicago Districts

**Best Practices – Systems View, Action Plan & Metrics**





## *Watershed Management*

- FY 04 budget funds 5 new watershed studies. New work and ongoing totals 24 nationwide studies.
- Interagency collaboration for watershed development now supported with funding and priority.
- Watershed planning is an expectation for the public.
- All federal agencies associated with water resources development now pursuing watershed approach.



# *R&D Technical Advances*

- Beneficial Use of Dredged Sediment
- Improved Approaches to Dredging Windows
- Vertical Construction - Sustainable Design & Development Design Aids
- Advances in Risk Based Approaches to Hazardous Waste Site Cleanups – Army Risk Assessment Modeling System
- Fort Future

*2002 Army R&D Organization of the Year*





# *Where We're Going*

- Systems Approaches to Institutionalize and Provide Support for Strategic Decision Making
- Action Plans and Metrics
  - EOPs are the vision
  - EMS will be the implementing force
- Constructive Involvement of Stakeholders in Watershed Approaches



# *My Expectations*

- Further development and implementation of PgMPs
  - If you don't have one, get one.
  - Systems approach, action plan & metrics must be features. If it's not good enough, improve it.
- Expect review of EOP implementation at MSC and District Command Reviews
  - Having a plan is not enough
  - Looking for measurable success
  - Tell me how you're doing when I come calling

*No Turning Back....*



# *Final Thoughts*

- Enormously Proud of the Progress We've Made
- Positive Feedback from Stakeholders
- Focus Must Always Be What's Right for the Army and the Nation
- Expect to Hand the 51<sup>st</sup> Chief an Organization that is Aligned for Success on Environmental Issues





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# **USACE and The Environment A Vision for Today and Tomorrow**

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